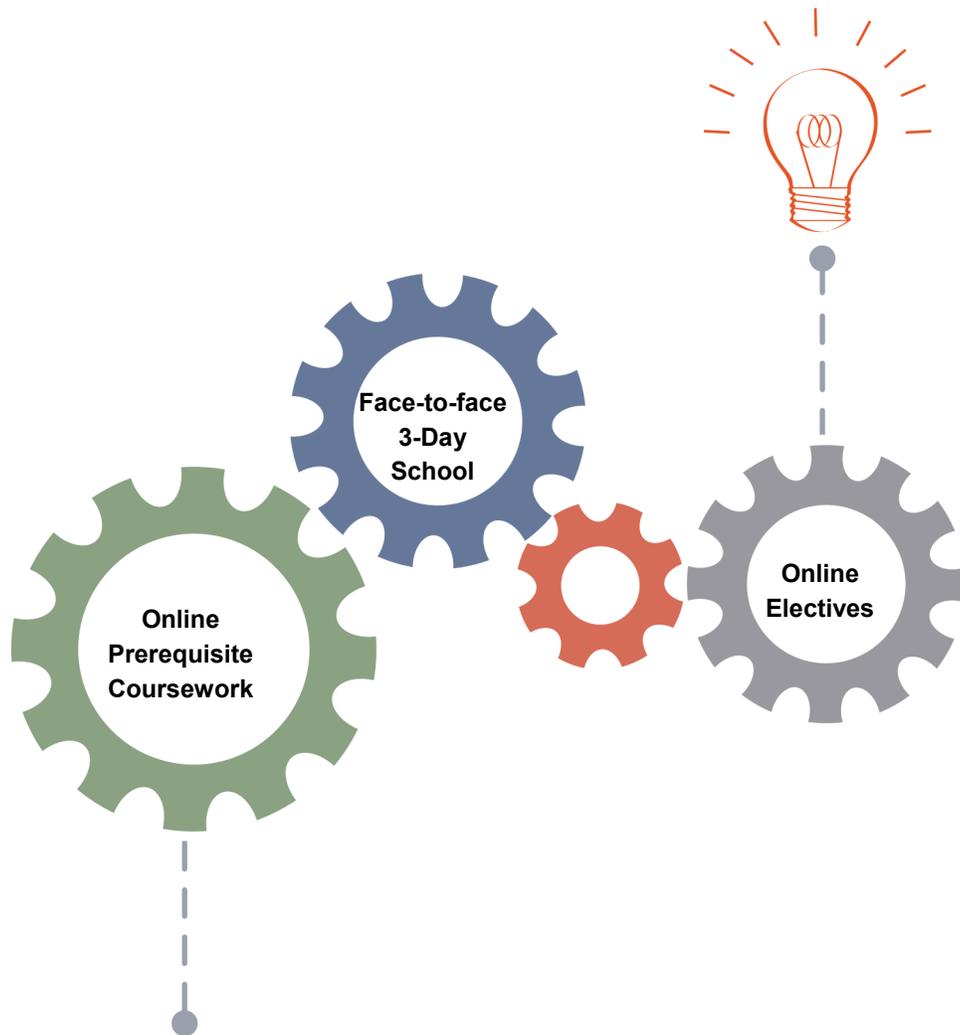


Credits and Incentives School



Preliminary Program

May 23 - 26, 2016

The Inverness Hotel and Conference Center

Englewood, Colorado

Credits and Incentives School

The Inverness Hotel and Conference Center

Englewood, Colorado

May 23 - 26, 2016

The Credits and Incentives School is a comprehensive school, providing an in-depth investigation of credits and incentives. It is designed for individuals who have a basic knowledge of the area. In the live portion of the school, emphasis is placed upon student participation and group discussion.

There are 14 hours of prerequisite online coursework, 23.5 hours at a face-to-face school, and 3.5 hours of additional credits and incentives online electives to successfully complete the school. The registration fee covers these segments and cannot be applied to any other coursework. The prerequisites must be completed prior to the school. All requirements for the school must be completed within 90 days of the live school. Distance Learning coursework has not been approved for accreditation by NASBA (CPE).

ABOUT IPT

The Institute, founded in 1976, is a 501(c)(3) non-profit educational association serving over 4400 members who represent approximately 1450 businesses throughout the United States and Canada. It is the only professional organization that educates, certifies and establishes strict codes of conduct for state and business local income, property, sales and use tax, VAT, and credits and incentives professionals who represent taxpayers (government officials or organizations do not qualify for membership).



Table of Contents

Instructor-Led Preliminary Program (May 23-26, 2016) Pages 4-9

Prerequisites - Distance Learning

600 - Introduction to Sales Tax for C&I Professionals Page 10

601 - Introduction to Property Tax for C&I Professionals Page 11

602 - Introduction to Income Tax for C&I Professionals Page 12

603 - Introductory Concepts of Tax Credits & Incentives Page 13

606 - Research 101 for Credits & Incentives Page 14

Electives - Distance Learning

608 - Constitutionality of IncentivesPage 15

609 - Sustainability and Clean Tech Incentives Page 16

610 - New Markets Tax Credit (NMTC) Fundamentals Page 17

611 - Governmental Process for Securing Incentives Page 18

613 - Alternative Energy Credits and Incentives for Business Taxpayers Page 19

614 - International Incentives Page 20

615 - Tax Credit Monetization: The Basics Page 21

616 - The Role of Incentives in Site Selection Page 22

624 - State and Federal Enterprise Zones Page 23

625 - Workforce Development and Training Incentives Page 24

626 - Federal/State Research and Development Credits Page 25

Registration & General Information Pages 26-29

FacultyPages 30-31

Certified Credits & Incentives Professional Designation Page 32

Preliminary Program

Monday, May 23, 2016

3:00 - 5:00 pm **Registration**

5:15 - 5:30 pm **Opening of School**

Introduction:

School Chair:

Michael J. Eickhoff, CCIP

Managing Director - Property Tax & Incentives
Grant Thornton LLP
Chicago, IL

Welcome:

IPT President:

Margaret C. Wilson, CMI, Esq.

Partner
Wilson Agosto, LLP
Somerville, NJ

5:30 - 6:30 pm **General Session: IPT Ethics ***

The purpose of this session is to introduce students to the definitions, key questions and thought patterns concerning ethical behavior in taxation. This session will emphasize the twenty canons that comprise IPT's Code of Ethics. All IPT members agree to subscribe to the IPT Code of Ethics.

At the end of this section, the attendee will be able to:

- Identify the importance of and reasons for ethical behavior in all professional activities.
- Recognize unethical behavior as it relates to IPT's Code of Ethics.

Instructors:

Gregory C. Burkart, CCIP, Esq.

Managing Director
Duff & Phelps Corporation
Southfield, MI

Michael J. Eickhoff, CCIP

Managing Director - Property Tax & Incentives
Grant Thornton LLP
Chicago, IL

*** In order to receive a letter indicating successful completion of a school, attending this Ethics session is required to be reflected on the Certificate of Attendance Summary. In order to verify attendance, attendees must make sure to scan their barcoded badge. The current policy requires attendance to an ethics session at a face-to-face school.**

6:30 - 8:00 pm **Dinner in Conferee Restaurant**

Tuesday, May 24, 2016

6:00 - 8:00 am **Breakfast in Conferee Restaurant**

8:00 – 8:20 am **Introduction to the Case Study:**

Instructor:

Michael J. Eickhoff, CCIP

Managing Director - Property Tax & Incentives

Grant Thornton LLP

Chicago, IL

8:20 am – 12:00 pm **General Session: Statutory Tax Credits - Part 1**

This session provides a broad overview of state and federal statutory income and franchise tax credits, sales tax incentives, and property tax incentives available in the United States. The section includes a review of what triggers such tax credits (e.g., training, hiring, job creation, capital investment, etc.) and covers the process, technology, and infrastructure required to capture certain tax credits. The session will also address key trends with statutory tax credits, recent legislative activity regarding tax credits, and will include a discussion of several top tax credit programs.

At the end of this session, attendees will be able to:

- Identify various types of incentives available and common qualifications and requirements for participating in the tax incentive programs.
- Review the process to obtain statutory tax incentives, including a review of analyzing the application requirements (refund opportunities vs. pre-approval requirements).
- Recognize the benefits and qualifications of point of hire credits such as the following: WOTC, Federal Empowerment Zone, and Indian Employment Credits.
- Differentiate between hiring credit and job creation credits and learn common requirements and benefits of job creation credits.
- Recognize the benefits and requirements of investment credits and other non-income tax benefits.
- Become familiar with other types of statutory tax incentives and their components, including exemptions, abatements, child-care, contribution, film, and other tax credits.
- Identify recent trends and development in incentives.
- Prepare an opportunity evaluation, which includes an analysis of project and business needs.

General Session: Statutory Tax Credits - Part 1 (cont.)

Instructors:

Michael J. Eickhoff, CCIP

Managing Director - Property Tax & Incentives
Grant Thornton LLP
Chicago, IL

Robert Maida, EDFP

Senior Manager
KPMG LLP
Pittsburgh, PA

Brittany Mack, CCIP

Senior Manager, Tax Planning &
Credits & Incentives
Walgreen Co.
Deerfield, IL

12:00 –1:00 pm **Lunch in Conferee Restaurant** (All Registrants)

1:00 – 2:30 pm **General Session: Statutory Tax Credits (cont.) - Part 2**

2:30 - 2:45 pm **Break**

2:45 - 4:15 pm **General Session: The Art of Negotiation**

This session discusses how negotiation skills can affect the outcome of any credits and incentives discussion. Strategies to maximize the effectiveness of negotiations are discussed, as well as items that may be subject to negotiation.

At the end of this session, the attendee will be able to:

- Identify strategies for negotiation.
- Recognize key benefits in negotiation.
- State ten key steps in successful incentives negotiation.
- Identify compliance issues and their applicability to a project.

Instructors:

Blair Burns

Manager, Credits & Incentives
Deloitte Tax LLP
Atlanta, GA

Minah C. Hall, CCIP, Esq.

Managing Director
True Partners Consulting LLC
Chicago, IL

4:15 - 4:30 pm **Break**

4:30 - 6:30 pm **Groups - Case Study**

These breakout sessions provide a hands-on example of working through business credits and incentives for a corporation. This is an in-depth case study, which is intended to equip attendees with the tools required to complete an initial meeting with state and local government officials to present a project and request tax incentives. The case study continues culminating on Thursday morning with a general session featuring attendee presentations and further discussion.

At the end of these sessions, the attendee will be able to:

- Identify and quantify credits & incentives for a project (e.g., job creation/retention credits, sales tax exemptions, property tax abatements, cash grants).
- Review the financial impacts of available tax incentive programs and analyze the applicability of specific programs to a project.
- Identify the appropriate process steps critical to capturing the benefits working with the state and local governments involved.
- Recognize the proper government agencies and individuals to facilitate an initial discussion requesting incentives.
- Recognize which negotiation tactics, methods, and tools may be most effective in the negotiation process.

6:30 - 7:00 pm **Pre-Dinner Networking**

7:00 - 8:00 pm **Dinner available for attendees in Conferee Restaurant**

Wednesday begins on the next page

Wednesday, May 25, 2016

6:45 - 7:45 am **Breakfast in Conferee Restaurant**

8:00 am - 12:00 pm **General Session: Discretionary Incentives - Part 1**

This session will provide an overview of discretionary incentives and their various forms, how to approach securing them, and the process of finalizing an agreement with governmental authorities.

Specifically, the session will discuss cash grants, property tax relief (abatements, rebates, and exemptions), sales and use tax relief (abatements, rebates, and exemptions), payroll withholding rebates, and other unique infrastructure or business driver support.

The second half of this section, is a broad overview of cash-based incentives vehicles being deployed by economic development agencies and the states in an effort to attract major investments.

Attendees will learn how to effectively present incentive strategies to governments, and how to identify and overcome the challenges and mistakes of negotiating discretionary incentives. Attendees will also gain a deeper understanding of the governmental approval process and how to compare competing offers from jurisdictions when negotiating expansion projects.

At the end of this session, the attendee will be able to:

- Identify incentives for various aspects of a project (e.g., grants--infrastructure, training, discretionary credits, exemptions, abatements and financing).
- Recognize the nuances of cash-based incentives compared to other types of programs.
- Define unusual benefits that have potential for negotiated relief.
- Estimate the value of incentives that may be fully realized and develop a strategy to monetize the underutilized incentives.
- Develop a strategic approach to secure unique incentives.
- Recognize the common principles that cut across economic development when dealing with governmental agencies, approval processes, contracts, clawbacks, agreements.
- Discuss how to appropriately approach jurisdictions with your business case for incentives.
- Review the application and contracting process to secure discretionary incentives.
- Evaluate clawback risk and ways to mitigate the risks.
- Record performance metrics, compliance and reporting processes.
- Know how to structure a favorable incentives agreement that mitigates company or client risk.
- Recall how to benchmark the various components of an offer and summarize in a case study.

2016 Credits and Incentives School

Instructors:

Gregory C. Burkart, CCIP, Esq.
Managing Director
Duff & Phelps Corporation
Southfield, MI

Blair Burns
Manager, Credits & Incentives
Deloitte Tax LLP
Atlanta, GA

Minah C. Hall, CCIP, Esq.
Managing Director
True Partners Consulting LLC
Chicago, IL

Michael Huber, CCIP
Executive Director
Ernst & Young LLP
New York, NY

Brenda B. McMeans, CPA
Executive Director - Tax
NuStar Energy, LP
San Antonio, TX

- 12:00 - 1:00 pm **Lunch in Conferee Restaurant** (All Registrants)
- 1:00 – 2:00 pm **General Session: Discretionary Incentives - Part 2**
- 2:15 – 5:30 pm **Concurrent Breakout Groups: Case Study (continues)**
- 6:00 - 9:00 pm **Dinner available for attendees in Conferee Restaurant**

Thursday, May 26, 2016

- 6:45 - 7:45 am **Breakfast in Conferee Restaurant**
- 8:00 – 11:30 am **General Session: Case Study Presentations and Discussion**
- 11:30 am - 12:15 pm **Lunch in Conferee Restaurant** (All Registrants)
- 12:15 - 1:30 pm **Final Quiz**

**** Instructor-Led School Concludes ****

Prerequisite Sessions – Distance Learning

Registrants will be able to start taking these sessions after confirmation of registration is received.

600 - Introduction to Sales Tax for C&I Professionals 3.5 Credits

The purpose of this session is to familiarize the C&I professional with the basic concepts and principles of sales & use taxation. The session covers tax, resales, nexus, common exemptions, compliance requirements, and services versus tangible personal property. The session also allows a C&I professional to understand, in general, how a new capital investment may be taxed from a sales & use tax perspective.

Learning Objectives:

At the end of this session, the student will be able to:

- Define sales and use tax.
- Recognize how sales & use taxes influence a state's economy.
- Distinguish between a sales tax and a use tax.
- Recognize how tax rates are applied in different states and localities.
- Recognize key terms and definitions that apply to Sales & Use Taxation including Imposition clause, legal Incidence, person, types of sales taxes, statute of limitations, ERP, sales tax and use tax.
- Identify how the concept of nexus is applied for sales & use tax purposes.
- Recall the how the Commerce Clause, Due Process, Quill, and the Marketplace Fairness Act affect Sales and Use Taxation.
- Recall how sales & use taxes generally are imposed on tangible personal property versus how they are imposed on services.
- Recognize the treatment of real property for sales & use taxation purposes.
- Recognize the terms exemption and exclusion and how they apply to sales & use taxes.
- Identify the three broad categories of exemptions.
- Recognize the tax treatment of occasional and bulk sales.
- Recognize the basics of sales & use tax compliance including exemption certificates, direct pay permits and tax collection and reporting systems.
- Identify several considerations when filing corporate tax returns.
- Recognize the types of records that must be gathered and maintained for sales & use tax audits.
- Identify sales and use tax implications of a new capital investment.

Instructors:

Linda A. Falcone, CMI
Director, Sales and Use Tax
Ryan, LLC
Charlotte, NC

Kathleen M. Holston, CMI, CPA
Senior Tax Manager - SALT
Global Tax Management, Inc.
Radnor, PA

601 - Introduction to Property Tax for C&I Professionals 3.5 Credits

The purpose of this session is to familiarize the C&I professional with the basic concepts and principles of ad valorem property taxation. The session covers the approach most states and local jurisdictions take to taxing various classes or types of property, approaches to valuation, compliance requirements, effect of obsolescence, the data needed to file renditions, and the process of protesting an assessed value. The session allows a C&I professional to understand, in general, how a new capital investment may be taxed from a property tax standpoint.

Learning Objectives:

At the end of this section, the student will be able to:

- Define property tax.
- Recognize property tax's connection to local fiscal operations and sustainability.
- Recognize the history of property taxation.
- Identify sources and types of exemptions and incentives.
- Recognize the impact property tax management can have on a company.
- Recognize common property tax terms such as assessor, lien date, situs, assessed value, fair market value, assessment ratio, assessment roll, nominal tax rate and effective tax rate.
- Recognize how property taxes are calculated including assessment value, total property taxes and effective tax rate.
- Recognize basic concepts in appraisal theory including highest and best use, value in use, and value in exchange.
- Identify the three approaches to value and the general considerations of each.
- Recall the differences between mass appraisal and fee appraisal and the relative impact on taxes.
- List the five steps in the appraisal process.
- Recognize filing requirements and records needed for real and personal property taxation.
- Identify potential tax savings opportunities with regard to real property.
- Identify potential tax savings opportunities with regard to personal property.
- Recognize why taxing jurisdictions might offer incentives in a district.
- Identify types of credits and incentives available in property tax.
- Identify potential pitfalls related to property tax credits and incentives.

Instructor:

Todd R. Barron, CMI

President

Barron Corporation Tax Solutions, Ltd

Wheaton, IL

602 - Introduction to Income Tax for C&I Professionals 3 Credits

The purpose of this session is to familiarize the C&I professional with the basic concepts and principles of income taxation at the state level. The session covers, at a high level, the relationship between federal and state business income taxation, how states tax business and nonbusiness income, separate versus combined states, apportionment and allocation, franchise tax, and basic compliance requirements. Additionally, the session shows how an income tax credit flows onto the return.

Learning Objectives:

At the end of this section, the student will be able to:

- Recognize how the historical development of taxes impacts state tax concepts such as nexus, unitary business and apportionment.
- Identify the prerequisites for a state to have jurisdiction to tax and the federal constitutional and statutory limitations to a state’s taxing jurisdiction.
- Recognize the differences between separate-company, consolidated and unitary combined reporting and the differences in how the taxpayer’s tax base is determined.
- Identify the hallmarks of a unitary business and recognize when the “operational function” test should be applied.
- Recognize how a taxpayer’s pre-apportionment tax base is determined based on its federal taxable income and state modifications.
- Recognize state intangible and interest addback statutes and identify the exceptions to those statutes.
- Distinguish between business income and nonbusiness income under the various state definitions of those terms.
- Define the concept of formulary apportionment and recognize the various factors that are used to apportion a taxpayer’s income.
- Recognize the state tax issues related to net operating losses and credits.
- Recognize how pass-through entities such as partnerships, limited liability companies and S corporations operate for state tax purposes.

Instructor:

David J. Shipley, CMI, Esq.

Partner

McCarter & English, LLP

Newark, NJ

603 - Introductory Concepts of Tax Credits & Incentives 3 Credits

This session provides an entry level C&I professional with the basics of tax credits and incentives in the United States. The session briefly covers the approach most state and local jurisdictions take to business incentives, their purpose, and the difference between statutory versus discretionary incentives. The session provides a broad overview of the key categories and triggers of incentives--tax credits, cash grants, infrastructure, and location based incentives. Finally, the session focuses on the process involved at the state and community level in order for a company to secure incentives.

Learning Objectives:

At the end of this section, the student will be able to:

- Recognize the proper timeframe to consider available credits and incentives.
- Identify the reasons that a jurisdiction might offer credits and incentives.
- Recognize an abbreviated history of tax credits and incentives.
- Identify the types of tax affected by tax credits and incentives and the distribution of those taxes within the U.S. tax system.
- Research and identify the difference between tax and non-tax incentives.
- Distinguish between statutory and discretionary credits and incentives and identify the entity offering the incentive – local, state, federal.
- Recognize examples of incentive programs and formulate a strategy to take advantage of them.
- Identify methods to model incentives and comparatively measure incentives.

Instructor:

Jubal Smith, CEcD
Executive Vice President
Location Economics
JLL
Dallas, TX

#606 begins on the next page

606 - Research 101 for Credits & Incentives1 Credit

This session familiarizes the student with various research tools and resources relevant to credits & incentives professionals and how best to convey the results of the research to relevant stakeholders. The student will be introduced to various online tools and databases as well as other research materials, which may be utilized by those in the profession.

Learning Objectives:

At the end of this section, the student will be able to:

- Recognize the importance of using research to determine potential opportunities.
- Identify various tools and resources relevant to credits & incentives professionals.
- Determine appropriate methods to convey research findings.

Instructor:

Jesse D. Broderick, CCIP, CPA
Managing Partner
SumIt Credits, LLC
Denham Springs, LA

#608 begins on the next page

Elective Sessions – Distance Learning- 3 credit hours needed to complete school coursework requirements selected from the following in this section.

608 - Constitutionality of Incentives 1.5 Credits

The purpose of this session is to educate C&I professionals on the basic principles around constitutionality and incentives, such as the Commerce Clause in Article I of the U.S. Constitution and the Dormant Clause. In addition, the session work will include a review of relevant judicial decisions and positions that argue for and against the use of government subsidies to attract private investment and employment. The session will allow the C&I professional to gain a basic understanding of the arguments and case history.

Learning Objectives:

At the end of this section the student should be able to:

- Identify taxing powers possessed by subnational (i.e., state and local) governments.
- Recognize state law limitations on local governments.
- Identify state law limitations on taxpayers.
- Recognize select U.S. Constitutional limitations.

Instructors:

Philip M. Tatarowicz, Esq., CPA
Professor of Law
Georgetown University
Washington, DC

Craig B. Fields, Esq.
Partner
Morrison & Foerster LLP
New York, NY

#609 begins on the next page

609 - Sustainability and Clean Tech Incentives2.5 Credits

The purpose of this course is to provide C&I professionals with a broad overview of how sustainability and clean tech incentives are utilized in the United States at the federal, state, and local levels of government. In addition to benefits offered by government agencies, the course will include a high-level overview of the type of benefits offered by utility providers. The course will review key trends, regulations, sample incentives and the kind of value that could be derived by capturing these "green" incentives.

Learning Objectives (cont.)

- Identify business activities that would qualify for sustainability and clean tech programs.
- Evaluate the benefits of securing these incentives.
- Recognize the application process for various programs.
- Identify common compliance and evaluation criteria.

Instructors:

Dominick Brook
Senior Manager
Ernst & Young LLP
Columbus, OH

Paul Naumoff, Esq.
Global & Americas Director of Climate
Change & Sustainability Services
Ernst & Young LLP
Columbus, OH

#610 begins on the next page

610 - New Markets Tax Credit (NMTC) Fundamentals 1 Credit

The purpose of this session is to provide C&I professionals with a basic understanding of the IRC 45D New Markets Tax Credit (NMTC) program and how individuals and corporate investors who are making qualified capital investments can secure this federal tax credit in exchange for an equity investment in a Community Development Entity (CDE).

Learning Objectives:

At the end of this section, the student will be able to:

- Identify areas that qualify for the NMTC program.
- Recognize basic terminology related to the NMTC.
- Recognize the NMTC program mechanics, structure, and the value derived from the program.
- Identify project team members, their roles and responsibilities.
- Recognize the process of negotiating a NMTC transaction.

Instructor:

Michael J. Eickhoff, CCIP
Managing Director - Property Tax & Incentives
Grant Thornton LLP
Chicago, IL

#611 begins on the next page

611 - Governmental Process for Securing Incentives 2 Credits

The purpose of this session is to help C&I professionals gain a broad understanding of how the governmental process for securing discretionary business incentives works at the state and local levels of government. The session covers the relevant stakeholders, application process, best practices, "but-for" clauses, and some common pitfalls that may negatively impact an incentive negotiation.

Learning Objectives:

At the end of this section, the student will be able to:

- Identify basic forms of municipal government (e.g., towns, cities, villages) and the process to approve incentives.
- Identify the proper state and local officials to contact for credit and incentive opportunities.
- Recognize the typical processes employed by states to manage the incentive process.
- Identify the application and approval processes for each state and local government unit.
- Recognize the governmental approval process timeline and how it may integrate into your project timeline.
- Evaluate credit & incentive projects and determine best practices to implement based on potential value and timing to implement.
- Recognize potential pitfalls that negatively impact the ability to successfully negotiate a credit & incentive package.

Instructor:

Michael Huber, CCIP
Executive Director
Ernst & Young LLP
New York, NY

#613 Begins on the next page

613 - Alternative Energy Credits and Incentives for Business Taxpayers 2.5 Credits

This session provides C&I professionals with a broad overview of the kinds of federal tax incentives available in the United States related to energy. The session includes a review of programs available for investing in the following: renewable fuels, new energy production technologies, and energy efficient equipment.

Learning Objectives:

At the end of this section, the student will be able to:

- Describe and calculate tax credits available in connection with an energy-related investment .
- Describe and calculate the impact of an investment in energy property on taxable income.
- Describe and calculate the impact of various forms of financing associated with an energy investment.

Instructor:

Mark I. Pflug

Executive Director
Ernst & Young LLP
Grand Rapids, MI

#614 Begins on the next page

614 - International Incentives 1.5 Credits

The competition for high-wage jobs and capital investment has created an increasingly competitive environment on a global basis. This session will provide the C&I professional a broad overview of global incentives found in key geographies, such as EMEIA and Asia-pac. The session addresses the application process and highlights the key differences between international incentives and those found in the U.S.

Learning Objectives:

At the end of this section, the student will be able to:

- Describe an example of a tax or non-tax incentive from EMEA, Asia-Pac, and Latin America.
- Explain layering and describe an example where supranational and national-level incentives can be utilized together for the same investment.
- Demonstrate an understanding of net benefit considerations.
- Explain how economic change impacts tax incentives.
- Explain the difference between regional and horizontal state aid in the European Union.
- Demonstrate how to find geographical areas that are eligible for regional state aid and provide the corresponding maximum aid cap.
- Explain how incentives evolve as a country develops.

Instructor:

Karen Hensley-Chelstowska, CPA
Partner, Global and Discretionary Incentives
Ernst & Young LLP
Dallas, TX

#615 Begins on the next page

615 - Tax Credit Monetization: The Basics2 Credits

Can't use your tax credits? This session is meant to cover the developing trend of tax credit monetization whereby tax credits may be sold, assigned, or transferred to related or third parties. The session will focus on the various types of sellable tax credits (e.g., film credits, low-income-housing tax credits etc.) both on the federal and state level and will include a review of the basic principles of tax credit monetization.

Learning Objectives:

At the end of this section, the student will be able to:

- Recognize what transferable tax credits are and why states are permitted to grant them.
- Identify the various types of state tax credits.
- Recognize and identify common tax credit characteristics, recognize that each tax credit program has its own unique characteristics and that states may interpret seemingly identical characteristics in different manners.
- Recognize the different federal and state income tax consequences for “purchased credits” versus “allocated credits.”
- Recognize the different federal and state income tax consequences of “transferable contribution credits” versus “non-transferable contribution credits.”
- Describe how to mitigate the potential risks and/or challenges associated with monetizing tax credits.

Instructor:

Janette M. Lohman, CMI, CCIP, Esq., CPA
Partner
Thompson Coburn LLP
St. Louis, MO

#616 Begins on the next page

616 -The Role of Incentives in Site Selection 1.5 Credits

The purpose of this session is to review the appropriate role incentives should play for real estate during the site-selection process. By using a case-study approach, the session will educate the C & I professional in analyzing the impact of incentives when comparing competing sites for a capital project.

Learning Objectives:

At the end of this section, the student will be able to:

- Describe the general site selection process for a project.
- Recognize that site selection best practices vary by industry and be capable of researching the best practices for additional steps that are unique to industry-specific projects, such as retail, distribution, large-scale manufacturing (e.g. automotive or steel production), life-science headquarters, research and development, call center operations, back office operations, etc.
- Identify and assess the viability of achieving the financial goals and objectives for a project.
- Prepare a financial and strategic analysis comparing location-differentiated costs and understand how to incentives off-set the costs identified.

Instructor:

Gregory C. Burkart, CCIP, Esq.
Managing Director
Duff & Phelps Corporation
Southfield, MI

#624 Begins on the next page

624 - State and Federal Enterprise Zones1 Credit

This session explores geographically-designated incentive zones and common incentives offered in those zones. In addition, benefits and types of federal incentive zones are discussed. The functions of geographical information systems and types of output are included.

Learning Objectives:

At the end of this section the student will be able to:

- Identify the purpose of geographically designated special incentive zones.
- Identify at least three common incentives offered in the zones.
- Identify the current two federal zone incentive programs and the job related benefit of each.
- Demonstrate a basic knowledge of GIS software functionality and identify the issues of output variance.
- Explain how to read a census tract number.

Instructor:

Jane McDermott, CCIP

Senior Manager, NTD Business Credits and Incentives
Ernst & Young LLP
Baltimore, MD

#625 begins on the next page

625 - Workforce Development and Training Incentives 1 Credit

The purpose of this session is to provide the C&I professional with a broad overview of the many workforce and training related credits and incentives available in the United States. Specifically, the session will cover basic principles for grant applications, budgets, qualified training activities, common pitfalls, and compliance issues.

Learning Objectives:

At the end of this section, the student will be able to:

- Identify why state governments subsidize training.
- Identify common qualified training expenses as well as sessions.
- Determine the applicability and relevance of various training programs.
- Identify and apply for relevant federal workforce training grants.

Instructor:

Terry Hansen
Principal
Hickey & Associates
Alexandria, VA

#626 Begins on the next page

626 - Federal/State Research and Development Credits1.5 Credits

This session is designed to provide a foundation in the key concepts surrounding the federal research and development tax credit and, using those concepts, provide an overview of state research and development credits and highlight significant recent changes in state credits.

Learning Objectives:

At the end of this section the student will be able to:

- Describe the criteria to qualify for the federal research credit.
- Recognize the types of activities and expenses that are credit-eligible.
- Identify the various credit calculations methods available.
- Be able to leverage federal research credit concepts to understand state credits.
- Describe how states incentivize investment in research and development.
- Identify recent changes in state research credit law.

Instructor:

Michael Boenzi
Partner, Strategic Federal Tax Services
Grant Thornton LLP
Chicago, IL

Registration

Registrations must be completed in advance through the IPT office and are accepted on a first-received basis. Submitting a registration form or registering online does not guarantee acceptance to the school. There is one inclusive registration fee that includes 14 hours of prerequisite web-based coursework, 23.5 hours for the on-site school and **3.5** hours of additional online electives. Full refunds will be issued if an application is not accepted. Please note: If a submitted application received by IPT is accepted, and the person declines the acceptance, there will be a \$100 cancellation penalty imposed even if payment has not been processed.

Register online by signing into your account on the IPT website. You may create an account if you have never attended an IPT program.

Complete and print the [2016 Credits and Incentives Registration Form](#) and fax to IPT at (404) 240- 2315.

Complete and print the registration form and mail to: Institute for Professionals in Taxation, 1200 Abernathy Road, N.E., Building 600, Suite L-2, Atlanta, GA 30328.

In order to encourage early registration, registration fees (in U.S. funds) are:

Payment Received by April 25, 2016

- \$795 Individual personally holds membership in IPT
- \$1,045 Individual does not hold membership, but company/firm has members in IPT
- \$440 Supplemental registration fee; applies to local registrants and registrants not staying at the hotel under the IPT group rate**
- \$40 Course material notebook (See page 27 for details)

Payment Received after April 25, 2016:

- \$845 Individual personally holds membership in IPT
- \$1,095 Individual does not hold membership, but company/firm has members in IPT
- \$440 Supplemental registration fee; applies to local registrants and registrants not staying at the hotel under the IPT group rate**
- \$40 Course material notebook (See page 27 for details.)

If the registrant so elects, he/she may join as an Associate Member (company already has members) for an annual dues payment of \$275 (nonrefundable), and will be eligible for the reduced school fee of **\$795**. Please see registration form. If the company does not have members in IPT, please call the IPT office at 404-240-2300 to discuss appropriate fees. The school is for members and individuals who qualify for IPT membership.

Registration (continued)

All registrations must be paid in full within three weeks of acceptance and prior to the school. **For any payment received after April 25, 2016, a \$50 surcharge is assessed. This includes faxed registration forms received without payment prior to this date.** A \$50 surcharge applies if payment is still outstanding as of June 6, 2016. The following credit cards can be used: American Express, VISA and MasterCard. In order for the credit card to be processed, it is important that the information requested on the registration form be filled out completely. If the address on your registration form differs from the billing address for your credit card, you must provide IPT with the credit card billing address.

Make checks payable to: Institute for Professionals in Taxation, and remit to: 1200 Abernathy Road, N.E. , Building 600, Suite L-2, Atlanta, GA 30328.

Cancellation / Substitution Policy

Refunds, subject to a cancellation charge of \$100, will be made upon written notification of cancellations received by May 16, 2016. **No refunds will be made after May 16, 2016.** Refunds will be processed after the program concludes. There is also a substitution charge of \$40 before April 25, 2016, (substitutions cannot be made once any part of the course has commenced). After this date, the substitution charge is \$50 (plus the cost of delivery of any materials, etc.). For more information regarding IPT's administrative policies such as complaint and refund, please telephone our office at (404) 240-2300.

Course Materials

An integral part of the school is the instructional materials. As part of the registration fee, students will be given web access to download, save and print a PDF copy of the materials for each section of the school. **A student may elect to order a printed copy of the material for the face-to-face school for a price of \$40 up to 7 days before the school.** If this option is desired, please check the appropriate box on the IPT Registration form. **Copies of the course material notebook will not be available to purchase on site in Colorado.** Please note that having access to the materials is imperative to the learning process. Accessible power outlets may not be available in the meeting rooms to power a computer if the materials are stored on a hard drive.

Supplemental Fee

Registrants are expected to stay at the hotel given the peer interaction that takes place, which is an essential part of the program. Should election be made by registrants, however, to stay at home, there is a supplemental registration fee of **\$440** to cover some of the overhead costs that are a part of the hotel registration fee. For attendees not staying overnight, a supplemental fee of \$440 will include dinner Monday through Wednesday, breakfast and lunch Tuesday through Thursday, refreshment breaks and the individual daily participant fee charged by the hotel that is applied to audio visual and meeting room space costs. Self and valet parking is complimentary with this package.

Testing

A final examination for the face-to-face school is scheduled for Thursday, so travel arrangements should be made accordingly. **No exceptions can be made to taking the examination at the stated time on Thursday.** No phones are permitted on the table during the exam. Students are expected to attend 90% (i.e., earn **21 CE credit hours**) of the face-to-face school including the one hour ethics session. The 90% attendance must be reflected in the official certificate of attendance. According to IPT Board of Governors policy, students **MUST** attend the ethics session included at the school in order to successfully complete the school. Certificates of completion and result letters will not be sent unless this requirement is satisfied.

The online coursework will also include some test questions. Students have 90 days after the instructor-led school concludes to complete the online electives to satisfy the requirements. **A cumulative passing grade for all parts of the examination process must be obtained to successfully complete the school.**

Continuing Education Credit

Approximately 23.5 continuing education credits including one (1) IPT Ethics credit hour are available for full attendance of the face-to-face school. In accordance with the standards of the National Registry of CPE Sponsors, CPE credits have been granted for attendance at the live-school based on a 50-minute hour. CMIs will obtain credit on an hour-to-hour basis for attendance. Credits earned through distance learning are not approved by NASBA for continuing education purposes.

The Institute for Professionals in Taxation® is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. (NASBA approval pending for online coursework.) Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.learningmarket.org. In order to meet the requirements of regulatory agencies, each attendee must scan his or her individual badge during the first 15 minutes of each instructor-led session during the live school.

Prerequisites: Basic introductory knowledge of Credits and Incentives

Program Level: Beginner

Field of Study: Taxes and Regulatory Ethics

Instructional Method: Group Live

Advance Preparation Required: 14 hours of prerequisite distance learning courses before attending the Instructor-Led School

Fluency in English is required for successful completion of this course. Foreign language dictionaries may not be used during examinations.

Studies have shown that the optimum classroom temperature is 65°. The Conference Center maintains an optimum learning environment. Please bring appropriate sweaters or long-sleeved shirts to class.

ACCOMMODATIONS

Registrants for this program are expected to reside at Inverness Hotel and Conference Center located at 200 Inverness Dr. W, Englewood, Colorado 80112 . Reservations may be made by calling the reservation office at **303-799-5800 or 800-832-9053** (reference the IPT room block) or you can go to the website at [Inverness Hotel and Conference Center](#) to get the IPT room rate. Reservations should be made with the hotel by April 30, 2016, to ensure receiving the group rate. After this date, or once the room block is filled, reservations requested will be on a space available basis. The daily rate for this program is \$265 plus tax. Package includes: dinner Monday through Wednesday, breakfast and lunch Tuesday through Thursday, refreshment breaks and the individual daily participant fee charged by the hotel that is applied to audio visual and meeting room space costs.

Check-in time is 3:00 pm and check-out time is 12:00 pm. The hotel accepts cash, major credit cards, or travelers checks. In order to guarantee a reservation, a deposit equivalent to one night's room and tax or the guarantee of the same by a major credit card is required. Please check with the hotel regarding its cancellation policy.

Reservations must be made no later than April 30, 2016. All reservation dealings are with The Inverness Hotel and Conference Center and not the IPT Atlanta office. Only your school registration form and registration fee should be sent to the IPT Atlanta office. The Inverness Hotel and Conference Center requires credit card information when making online reservations and full payment will be charged at the end of your stay. Reservations requested after the room block is filled or beyond the final cut-off date (April 30, 2016) whichever comes first, are subject to availability and not necessarily at the group rates. All reservations are subject to local room tax.

HOTEL CANCELLATIONS

*A cancellation notification must be given **24 hours prior to your scheduled arrival, or you will be charged the full package.*** You must also cancel your registration with IPT.

LOCATION/TRANSPORTATION

The Inverness Hotel and Conference Center is located approximately 35 miles from the Denver International Airport with an estimated travel time of 50 minutes with moderate traffic. **For transportation from the Denver International Airport to the hotel, SuperShuttle** provides a shared ride service for \$39 per person. Book your reservations at 1-800-BlueVan. Cab fare is estimated at \$80-100 one way.

OTHER

The IPT registration desk will be open from 3:00 - 5:00 pm on Monday, May 23, 2016. Registrants should pick up their materials at that time. **Orientation, scheduled for 5:15 pm on Monday, May 23, is required for all students.**

Consent to Use of Photographic Images: Photos will be taken at this event. These may be published in IPT publications, multimedia presentations, website, LinkedIn and Facebook pages, and other IPT-related social media sites. Registration and attendance at, or participation in, IPT meetings or other activities constitutes agreement by the registrant/speaker/instructor/attendee to IPT's use and distribution of the registrant's, speaker's, instructor's or attendee's image or voice in photographs, videotapes, electronic reproductions, and tapes of such events and activities.

INSTRUCTOR-LED SCHOOL FACULTY

Michael J. Eickhoff, CCIP - Chair

Managing Director - Property Tax & Incentives
Grant Thornton LLP
Chicago, IL

Brittany Mack, CCIP - Vice Chair

Senior Manager, Tax Planning &
Credits & Incentives
Walgreen Co.
Deerfield, IL

Gregory C. Burkart, CCIP, Esq.

Managing Director
Duff & Phelps Corporation
Southfield, MI

Michael Huber, CCIP

Executive Director
Ernst & Young LLP
New York, NY

Blair Burns

Manager, Credits & Incentives
Deloitte Tax LLP
Atlanta, GA

Robert Maida, EDFP

Senior Manager
KPMG LLP
Pittsburgh, PA

Minah C. Hall, CCIP, Esq.

Managing Director
True Partners Consulting LLC
Chicago, IL

Brenda B. McMeans, CPA

Executive Director, Tax
NuStar Energy, LP
San Antonio, TX



DISTANCE LEARNING FACULTY

Todd R. Barron, CMI

President
Barron Corporate Tax Solutions, Ltd
Wheaton, IL

Craig B. Fields, Esq.

Partner
Morrison & Foerster LLP
New York, NY

Jane McDermott, CCIP

Senior Manager
NTD Business Credits and Incentives
Ernst & Young LLP
Baltimore, MD

Michael Boenzi

Partner, Strategic Federal Tax Services
Grant Thornton LLP
Chicago, IL

Terry Hansen

Principal
Hickey & Associates
Alexandria, VA

Paul Naumoff, Esq.

Global & Americas Director of Climate
Change & Sustainability Services
Ernst & Young LLP
Columbus, OH

Jesse D. Broderick, CCIP, CPA

Managing Partner
SumIt Credits, LLC
Denham Springs, LA

Karen Hensley-Chelstowska, CPA

Partner
Global and Discretionary Incentives
Ernst & Young LLP
Dallas, TX

Mark I. Pflug

Executive Director
Ernst & Young LLP
Grand Rapids, MI

Dominick Brook

Senior Manager
Tax Credit and Incentives Advisory Services
Ernst & Young LLP
Columbus, OH

Kathleen M. Holston, CMI, CPA

Senior Tax Manager, SALT
Global Tax Management, Inc.
Radnor, PA

David J. Shipley, CMI, Esq.

Partner
McCarter & English, LLP
Newark, NJ

Gregory C. Burkart, CCIP, Esq.

Managing Director
Duff & Phelps Corporation
Novi, MI

Michael Huber, CCIP

Executive Director
Ernst & Young LLP
New York, NY

Jubal Smith, CEcD

Executive Vice President
Location Economics
JLL
Dallas, TX

Michael J. Eickhoff, CCIP

Managing Director-Property Tax & Incentives
Grant Thornton LLP
Chicago, IL

Janette M. Lohman, CMI, CCIP, CPA, Esq.

Partner
Thompson Coburn LLP
St. Louis, MO

Philip M. Tatarowicz, Esq., CPA

Professor of Law
Georgetown University
Washington, DC

Linda A. Falcone, CMI

Director, Sales and Use Tax
Ryan, LLC
Charlotte, NC



CCIP Designation – Certified Credits and Incentives Professional

The Institute for Professionals in Taxation's ® designation, Certified Credits and Incentives Professional (CCIP), is available to anyone who meets specific educational requirements, has five years of broad multi-state, multifunctional Credits and Incentives experience, and is an active member of the Institute in good standing. The educational requirements to achieve the CCIP professional designation include successful completion of the IPT Credits and Incentives School and an additional IPT Credits and Incentives Program. Other educational credits, which may be obtained by attending additional programs such as other credits and incentives or state and local tax courses, are required. A description of acceptable courses can be found in the CCIP brochure and application. Finally, successful completion of both the written and oral CCIP examinations is required. The CCIP requirements and the CCIP Candidacy Application can be downloaded from the IPT website at: www.ipt.org.